



17021 Aldine Westfield Road  
Houston, TX 77073  
Phone: 713.879.1152  
Fax: 713.879.1868  
[www.bakerhughes.com](http://www.bakerhughes.com)

Mark G. Gardner  
Chief Executive Officer  
Avatar Management Services, Inc.  
8157 Bavaria Drive East  
Macedonia, Ohio 44056

Re: Letter of reference

Dear Mark,

You've asked for a brief letter of reference and I'm happy give you one. I've often wondered how you're able to sell your services to new prospects without some type of introduction. After all, they have to take a leap of faith that what you might do for them will actually lead to better results. It was easier for me the first time I met you because you were introduced by our parent company. I didn't have anything to lose by trying you out. That was at Greyhound Lines, where I was Vice President of Safety and Security. You developed the most comprehensive motor coach education and training programs I'd ever seen. Best of all, you saved us millions of dollars when you came up with LLLC Defensive Driving.

It was an easy decision to engage you when I got to MV Transportation. By then, I knew I could count on you to deliver. Once again, you created operator training and development courses, implemented LLLC Defensive Driving and then helped us institute Safety Leadership. These made a major impact on the company and continue to provide great results to this day.

When I assumed a global role at Baker Hughes, I once again reached out for your help. At Baker we had a huge challenge. With over 18,000 vehicles in our fleet and operations in 92 countries, we needed to standardize our programs and ensure we were teaching the right things to both drivers and operations leaders. Further compounding the challenge is the fact that our employees are not professional drivers and many often view driving as incidental to their "real" jobs on the oilfields. Unfortunately, they're in far greater danger driving to and from the well sites than they are once they get there. Your Core Defensive Driving, Trainer Certification and Safety Leadership courses, first developed for our North American operations, are so effective that we now have you building them in several languages and visuals for global implementation. I could not be happier.

I would not hesitate to introduce you or recommend you to any major transportation company. Your outcome-based approach works and your people are not only very professional, but also great fun to work with. Again, a heartfelt "Thank You" for your many years of support.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Guariento".

Alex Guariento  
Director, Global Transportation Safety